State of Washington
Military Department

Human Resource
Management Report

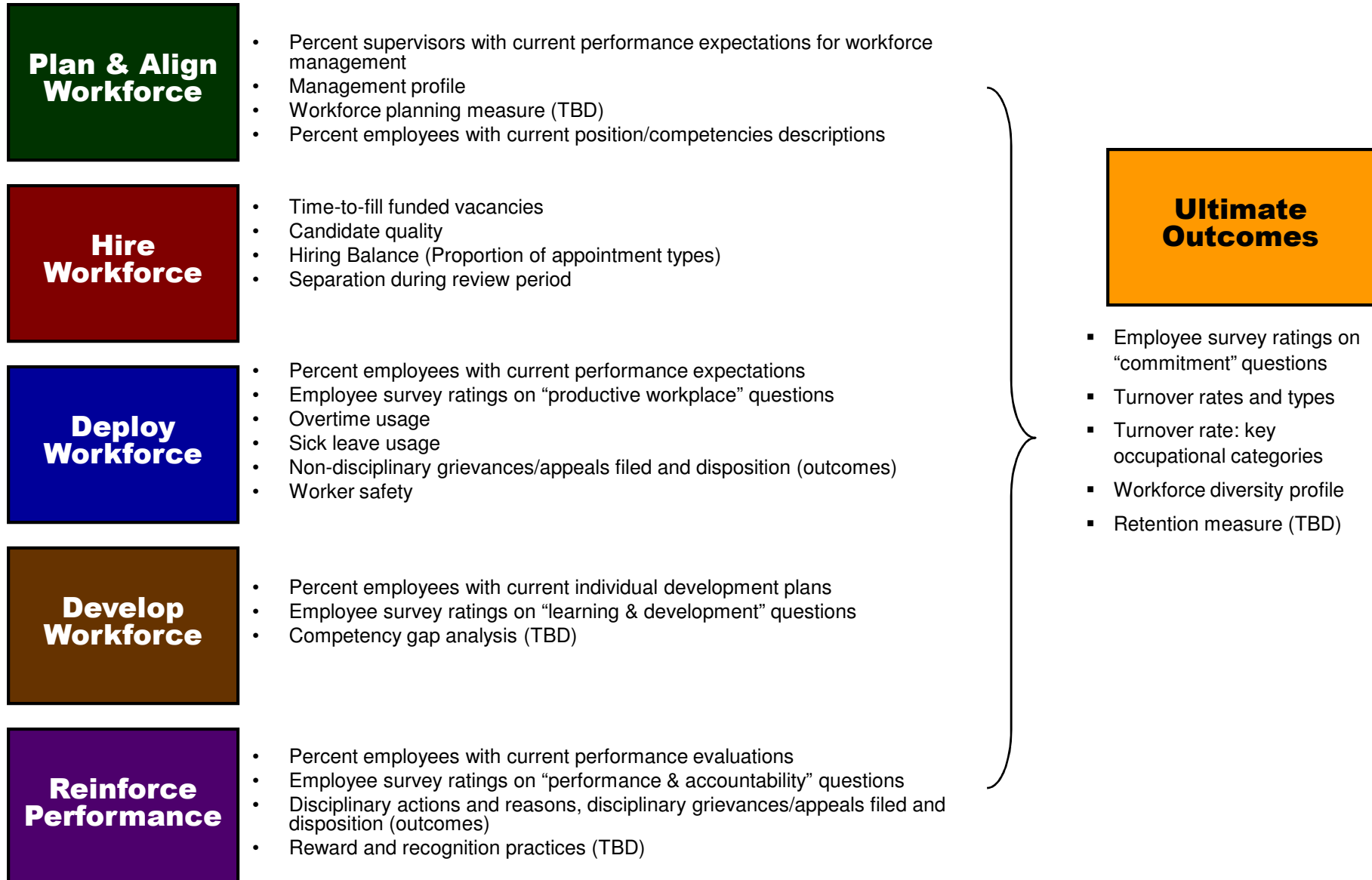| Plan & Align Workforce |
| Hire Workforce | Deploy Workforce | Reinforce Performance |
| Develop Workforce |
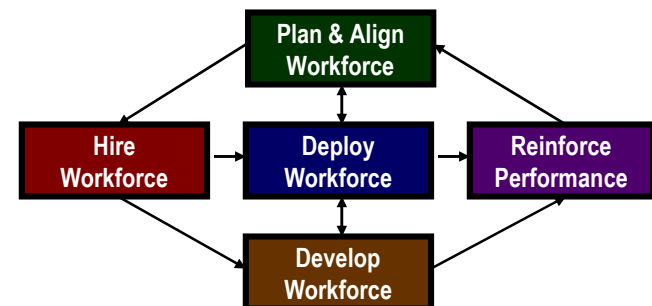
October 2008

Managers' Logic Model for Workforce Management

	Outputs	Initial Outcomes	Intermediate Outcomes	
Plan & Align Workforce	Articulation of managers HRM accountabilities. HR policies. Workforce planning. Job classes & salaries assigned.	Managers understand HRM accountabilities. Jobs, staffing levels, & competencies aligned with agency priorities.	Foundation is in place to build and sustain a productive, high performing workforce.	
Hire Workforce	Qualified candidate pools, interviews & reference checks. Job offers. Appts & per-formance monitoring.	Best candidate hired & reviewed during appointment period. Successful performers retained.	The right people are in the right job at the right time.	**Ultimate Outcomes**
Deploy Workforce	Work assignments& requirements defined. Positive workplace environment created. Coaching, feedback, corrections.	Workplace is safe, gives capacity to perform, & fosters productive relations. Staff know job rqmts, how they're doing, & are supported.	Time & talent is used effectively. Employees are motivated & productive.	**Employees are committed to the work they do & the goals of the organization** **Productive, successful employees are retained** **State has workforce depth & breadth needed for present and future success**
Develop Workforce	Individual development plans. Time/ resources for training. Continuous learning environment created.	Learning environment created. Employees are engaged in develop-ment opportunities & seek to learn.	Employees have competencies for present job & career advancement	**Agencies are better enabled to successfully carry out their mission. The citizens receive efficient government services.**
Reinforce Performance	Clear performance expectations linked to orgn'al goals & measures. Regular performance appraisals. Recognition. Discipline.	Employees know how performance contributes to success of orgn. Strong performance rewarded; poor performance eliminated	Successful perf is differentiated & strengthened. Employees are held accountable.	

Standard Performance Measures

Plan & Align Workforce

- Percent supervisors with current performance expectations for workforce management
- Management profile
- Workforce planning measure (TBD)
- Percent employees with current position/competencies descriptions

Hire Workforce

- Time-to-fill funded vacancies
- Candidate quality
- Hiring Balance (Proportion of appointment types)
- Separation during review period

Deploy Workforce

- Percent employees with current performance expectations
- Employee survey ratings on "productive workplace" questions
- Overtime usage
- Sick leave usage
- Non-disciplinary grievances/appeals filed and disposition (outcomes)
- Worker safety

Develop Workforce

- Percent employees with current individual development plans
- Employee survey ratings on "learning & development" questions
- Competency gap analysis (TBD)

Reinforce Performance

- Percent employees with current performance evaluations
- Employee survey ratings on "performance & accountability" questions
- Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)
- Reward and recognition practices (TBD)

Ultimate Outcomes

- Employee survey ratings on "commitment" questions
- Turnover rates and types
- Turnover rate: key occupational categories
- Workforce diversity profile
- Retention measure (TBD)

Plan & Align Workforce

Workforce Management Expectations

Agency Priority: High

> **Percent supervisors with current performance expectations _for workforce management_ = 76%***

*Based on 38 of 50 reported number of supervisors

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

 Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

Analysis:

- Due to the nature of the Military Department's mission, some State employees are supervised by federal employees. Federal supervisors and EMT members were not included in our count.

- Current performance expectations include all expectations in probationary, and trial service review period, and annual evaluations, received either on time or late, as indicated by the tracking database snapshot for the October 2008 report.

- The percentage of supervisors with current performance expectations is not significantly different that the April 2007 report.

Action Steps:

- Continue tracking and analyzing PDP submission to determine which Divisions/Units are not completing PDP's in a timely manner.

- Continue to consult with supervisors in the identified areas and develop strategies for completing meaningful performance expectations.

- EMT members are provided monthly progress reports on timeliness of PDP submission and it is reported out quarterly at the agency GMAP session.

- A monthly report was developed that identifies PDPs that are due within the upcoming 90, 60 and 30 days. It is provided to managers/supervisors on a monthly basis.

Data as of 06/30/2008
Source: WMS PDP Tracking Log

Plan & Align Workforce

Management Profile

WMS Employees Headcount = 23.0

Percent of agency workforce that is WMS = 5.8%

Managers* Headcount = 37.0

Percent of agency workforce that is Managers* = 9.3%

* In positions coded as "Manager" (includes EMS, WMS, and GS)

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

Washington Management Service Headcount Trend
Data Time Period: 7/01/2007 through 6/30/08

WMS Management Type

Management	22
Consultant	1
Policy	0
Not Assigned	0

Management 96%

Consultant 4%

Analysis:

- The Agency WMS workforce has remained within 5.9% control point set by DOP.

- The number of WMS employees increased due to the additional of the Washington Youth Academy Division to the Agency.

- The Agency determined the correct management type for the four positions that were not assigned during the previous reporting period.

Action Steps:

- The Agency will continue to monitor the management profile to ensure business needs are addressed.

- The Agency will continue to operate within the WMS guidelines set forth by DOP.

Data as of 06/30/2008
Source: HRMS BI

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

Current Position/Competency Descriptions

Agency Priority: High

> **Percent employees with current position/competency descriptions = 92.83%***

*Based on 259 of 279 reported employee count
Applies to employees in permanent positions, both WMS & GS

Position and Competency Descriptions

Outdated
7.17%

Current PDFs
92.83%

▨ **Current PDFs**   ■ **Outdated PDFs**
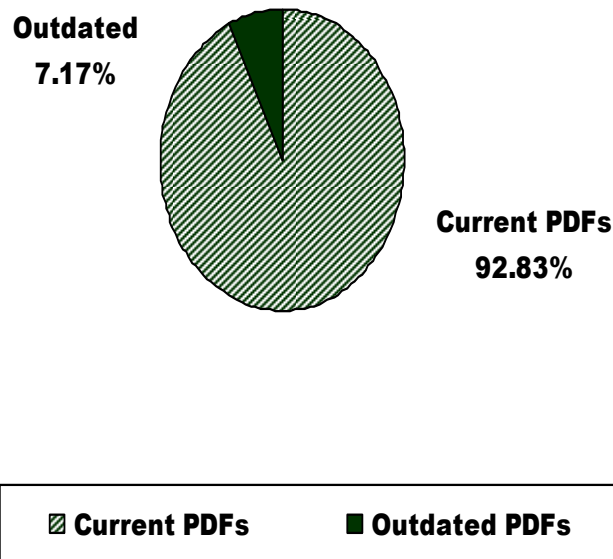
Data as of 06/30/08
Source: Agency Maintained PDF Database

Analysis:

- Position/competency descriptions are included as part of the positions description form (PDF).

- PDF and position/competency descriptions are considered current when reviewed as part of the annual performance process and updated at least every three years.

- The majority of PDF for filled positions are updated or in process.

- There was a significant and continued increase in reviewing and updating of position/competency descriptions as part of the PDF process over last reporting period.

- Overall trend is positive.

Action Steps:

- Managers and human resource staff will continue to coach and mentor supervisors regarding the requirements and importance of completing of the PDFs and position/competency descriptions.

- The Department will continue to require current PDFs and position/competency descriptions prior to recruiting to permanently fill vacancies

- HR and Finance staff are analyzing the status of vacant positions.

- Funded vacant positions will be reviewed to determine status of PDFs and any corresponding need to review and update the position/competency descriptions.

- In addition to timeliness, steps will be assess to determine how the process can evaluate the content and quality of the PDFs.

Hire Workforce

Time-to-fill / Candidate Quality

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Agency Priority: High

Time-to-fill Funded Vacancies

Average number of days to fill*:	**66**
Number of vacancies filled:	**69**

*Equals # of days from creation of the requisition to job offer acceptance

Agency Priority: Medium

Candidate Quality

Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job?

Number = 224   Percentage = 65%

Of the candidates interviewed, were hiring managers able to hire the best candidate for the job?

Hiring managers indicating "yes":

Number = 46   Percentage = 92%

Hiring managers indicating "no":

Number = 4   Percentage = 8%

Analysis:

- The Department implemented new recruitment timelines / processes which reduced the average number of days to fill a position by 14.1 days from the October 2007 report.

Action Steps:

- Provide monthly vacancy reports to Division Directors.

- Develop and implement an electronic survey to more efficiently collect and calculate candidate quality survey information by January 2009.

- Work with DOP recruitment staff to develop additionally recruitment resources and strategies to attract qualified candidates for hard-to-fill positions.

- Continue to develop strategies/tools to create efficiencies and streamline recruitment processes.

Data Time Period: 07/07 through 06/2008
Source: Military Department Time to Fill Log / Manager Survey

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Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.
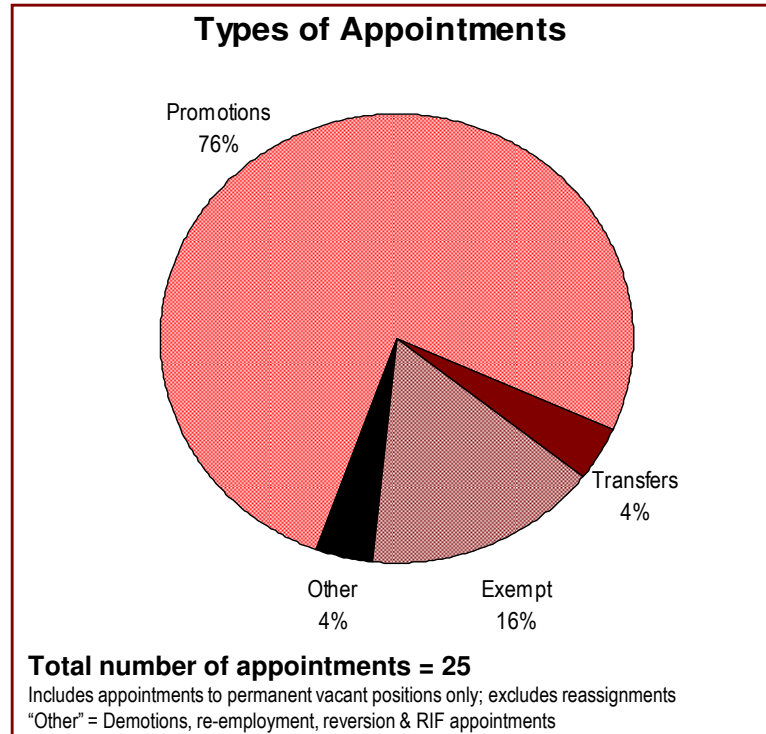
Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Hiring Balance / Separations During Review Period

Agency Priority: High

Types of Appointments

Promotions
76%

Transfers
4%

Other
4%

Exempt
16%

Total number of appointments = 25

Includes appointments to permanent vacant positions only; excludes reassignments
"Other" = Demotions, re-employment, reversion & RIF appointments

Agency Priority: Low

Separation During Review Period

Probationary separations - Voluntary	0
Probationary separations - Involuntary	0
Total Probationary Separations	*0*
Trial Service separations - Voluntary	2
Trial Service separations - Involuntary	0
Total Trial Service Separations	*2*
Total Separations During Review Period	**2**

Data Time Period: 07/01/2007 through 06/30/2008
Source: HRMS BI

Analysis:

- Although HRMS BI does not reflect this, a review of the recruitment records indicates that WMD hired 45 new permanent employees (39 from outside the organization and 6 from non-permanent appointments).

Action Steps:

- Continue to require reference checks and background checks on all potential hires permanent and/or nonpermanent. This includes verification of education and personnel file reviews for all current/previous state employees.

- Consult with DOP to determine how appointments need to appear in HRMS BI to ensure they are accurately reported out for this report.

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Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

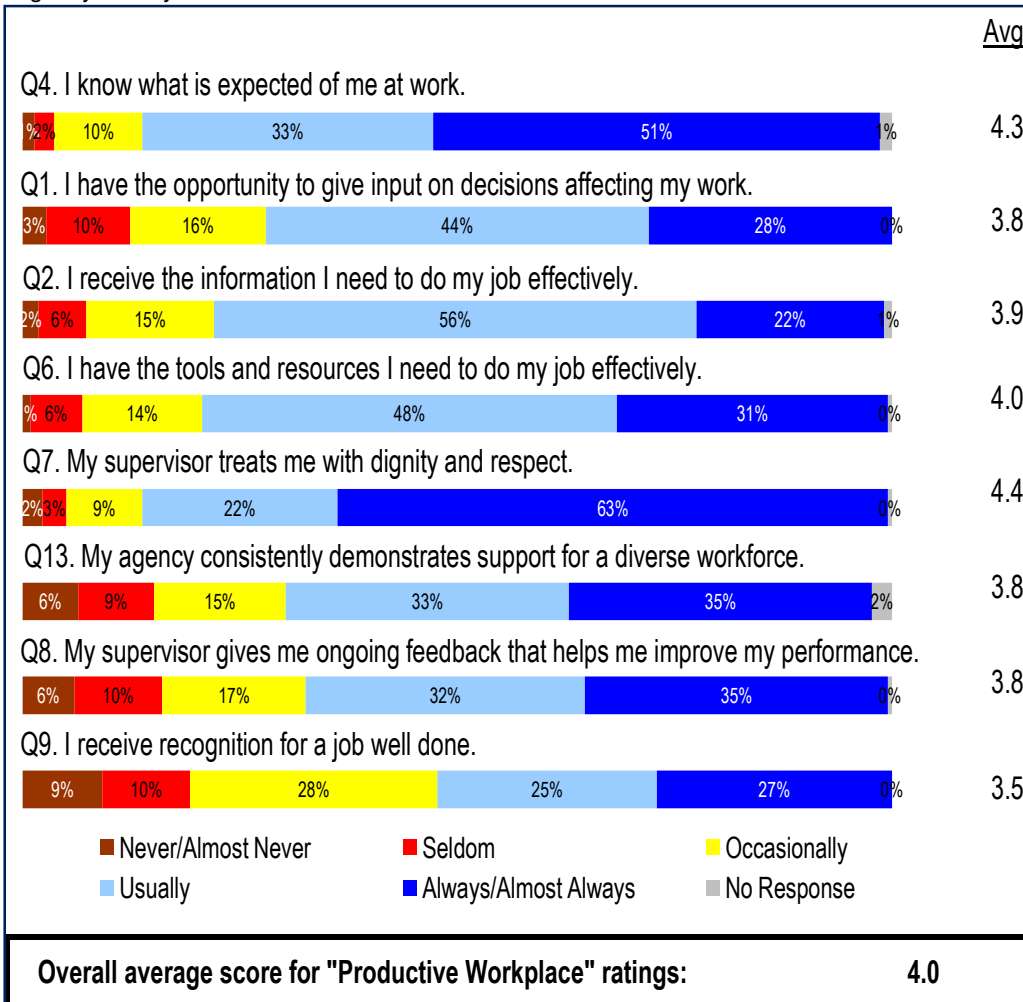Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Current Performance Expectations

Agency Priority: High

Percent employees with current performance expectations = 78.6%*

Total # of employees with current performance evaluations* = 176

Total # of employees* = 224

*Applies to employees in permanent positions, both WMS & GS

Analysis:

- Nonpermanent employees, probationary/trial service/review period employees whose evaluations were not due, EMT, and employees on leave without pay were not included.

- These figures reflect an upward trend as compared with the 2007 HR Managers Report.

- Current performance expectations include all expectations in probationary, trial service, review period, and annual evaluations, received either on time or late, as indicated by the tracking data base snapshot for the Agency's Performance Development Plan tracking log on October 1, 2008.

Action Steps:

- Continue tracking and analyzing PDP submission to determine which Divisions/Units are not completing PDP's in a timely manner.

- Continue to consult with supervisors in the identified areas and develop strategies for completing meaningful performance expectations.

- EMT members are provided monthly progress reports on timeliness of PDP submission and it is reported out quarterly at the agency GMAP session.

- A monthly report was developed that identifies PDPs that are due within the upcoming 90, 60 and 30 days. It is provided to managers/supervisors on a monthly basis.

Data as of 10/01/2008
Source: HR PDP Tracking Log

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

**Employee survey ratings on "productive workplace" questions**

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Employee Survey "Productive Workplace" Ratings

Agency Priority: Medium

Avg

Q4. I know what is expected of me at work.
2% | 10% | 33% | 51% | 1%   4.3

Q1. I have the opportunity to give input on decisions affecting my work.
3% | 10% | 16% | 44% | 28% | 0%   3.8

Q2. I receive the information I need to do my job effectively.
2% | 6% | 15% | 56% | 22% | 1%   3.9

Q6. I have the tools and resources I need to do my job effectively.
% | 6% | 14% | 48% | 31% | 0%   4.0

Q7. My supervisor treats me with dignity and respect.
2% | 3% | 9% | 22% | 63% | 0%   4.4

Q13. My agency consistently demonstrates support for a diverse workforce.
6% | 9% | 15% | 33% | 35% | 2%   3.8

Q8. My supervisor gives me ongoing feedback that helps me improve my performance.
6% | 10% | 17% | 32% | 35% | 0%   3.8

Q9. I receive recognition for a job well done.
9% | 10% | 28% | 25% | 27% | 0%   3.5

- Never/Almost Never
- Seldom
- Occasionally
- Usually
- Always/Almost Always
- No Response

Overall average score for "Productive Workplace" ratings: 4.0

Analysis:

- The average rating increased slightly over the last reporting period.

- EMT will continue to review survey data to determine if there are opportunities to identify more clearly what line staff need in the way of information, tools, resources and input to do their job more effectively.

Action Steps:

- Continue to monitor employee perception of day-to-day support through review of Part 3 of Performance Development Plan.

- Develop action plans if needed after analysis of questions.

Overtime Usage

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

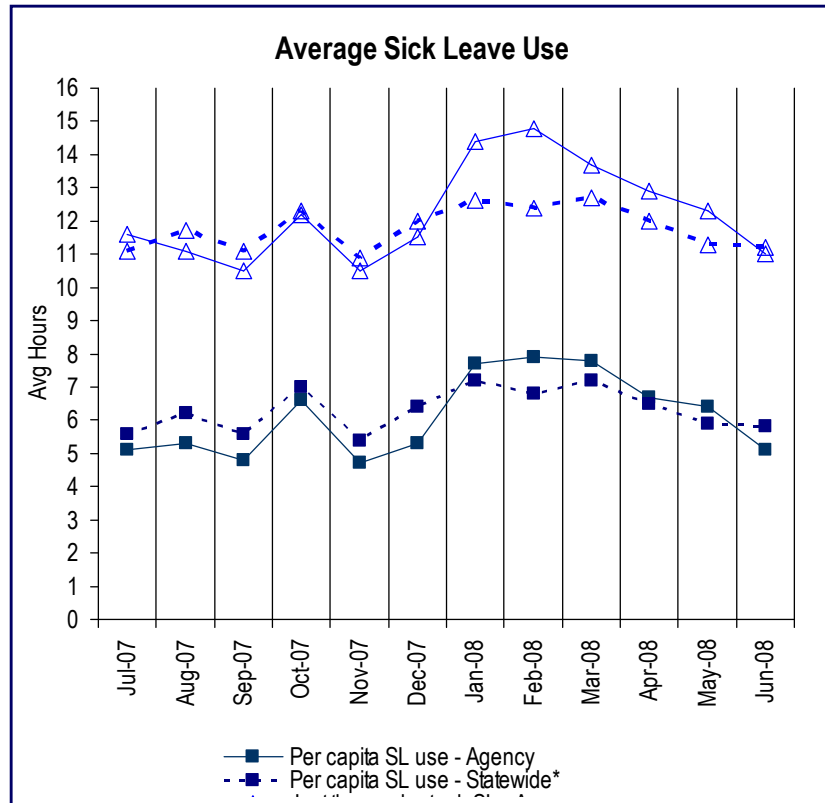Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Agency Priority: Medium

Average Overtime (per capita) *

- Avg OT Hrs - Agency
- Avg OT Hrs - Statewide
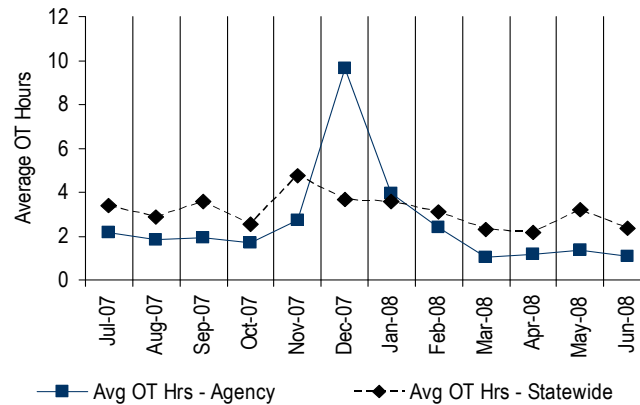
Overall agency avg overtime usage – per capita, per month: 2.58

*Statewide overtime values do not include DNR

**Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages / # months
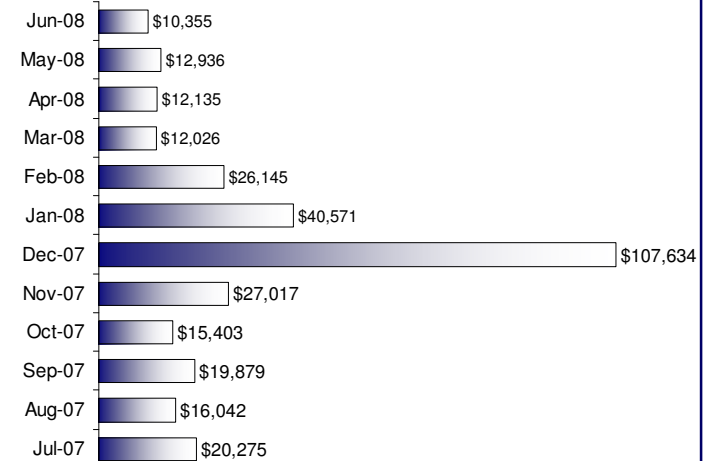
% Employees Receiving Overtime *

- Pct EE's w/OT - Agency
- Pct EE's w/OT - Statewide
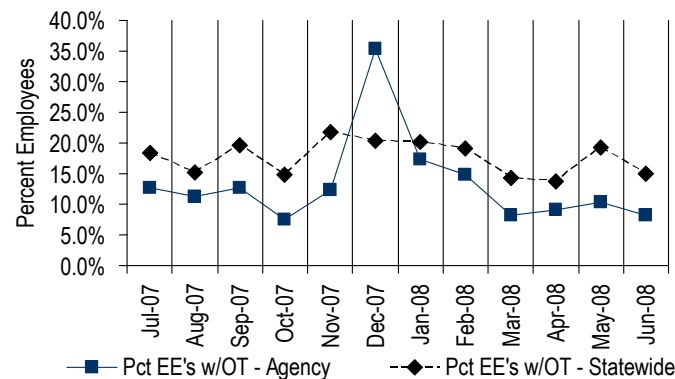
Overall agency avg employees receiving overtime per month: 13.33%**

*Statewide overtime values do not include DNR

**Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months

Data Time Period: 07/01/2007 through 6/30/2008
Source: HRMS BI

Overtime Cost - Agency

Month	Cost
Jun-08	$10,355
May-08	$12,936
Apr-08	$12,135
Mar-08	$12,026
Feb-08	$26,145
Jan-08	$40,571
Dec-07	$107,634
Nov-07	$27,017
Oct-07	$15,403
Sep-07	$19,879
Aug-07	$16,042
Jul-07	$20,275

Analysis:

- The Department's overtime cost increased significantly in November through January due to Presidential Disaster Declarations.

- We have not set a numerical goal for overtime as it is driven by events beyond the control of the agency (emergencies and man-made/natural disasters). During normal operations, the Department's overall overtime rate is lower than the state average.

Action Steps:

- Monitor utilization of overtime and report out to the Executive Management Team as appropriate.

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Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Sick Leave Usage

Agency Priority: Medium

Average Sick Leave Use

Legend:
- Per capita SL use - Agency
- Per capita SL use - Statewide*

Analysis:

- WMD sick leave parallels the statewide use of prior to the November Disaster Declarations.

- Departmental sick leave usage increased significantly after November . This is due, in part to, the extraordinary hours and stressful conditions associated with Presidential Disaster Declarations and emergency response activations.

- A significant group of staff work alternate schedules, requiring the use of more hours of sick leave for a days absence than is accrued in the month.

- An increased number of employees have critical / long term health conditions which has increased donations of sick leave as shared leave.

- Sick leave abuse was actively addressed.

Action Steps:

- Continue data analysis to review leave usage for patterns of leave abuse regarding unplanned leave.

- Continue to provide case-by-case assistance to managers regarding leave abuse issues.

Sick Leave Hrs Used / Earned (per capita)

Avg Hrs SL Used (per capita) - Agency	% of SL Hrs Earned (per capita) - Agency	Avg Hrs SL Used (per capita) – Statewide*	% of SL Hrs Earned (per capita) – Statewide*
6.1 Hrs	77.5%	6.3 Hrs	81.3%

Sick Leave Hrs Used / Earned (those who took SL)

Avg Hrs SL Used (those who took SL) - Agency	% SL Hrs Earned (those who took SL) - Agency	Avg Hrs SL Used (those who took SL) – Statewide*	% SL Hrs Earned (those who took SL) – Statewide*
12.2 Hrs	152.5%	11.8 Hrs	147.3%

* Statewide data does not include DOL, DOR, L&I, and LCB

Data Time Period: 07/01/2008 through 06/30/2008
Source: HRMS (R3)

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

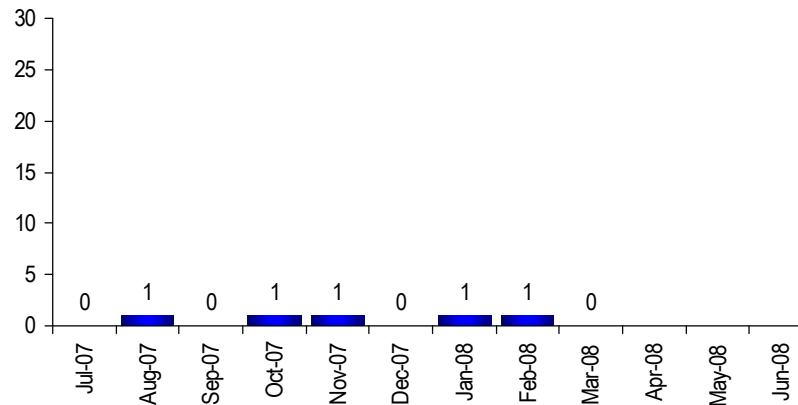Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Non-Disciplinary Grievances (represented employees)

Agency Priority: Medium

Number of Non-Disciplinary Grievances Filed

Month	Value
Jul-07	0
Aug-07	1
Sep-07	0
Oct-07	1
Nov-07	1
Dec-07	0
Jan-08	1
Feb-08	1
Mar-08	0
Apr-08	
May-08	
Jun-08	

Total Non-Disciplinary Grievances = 5

*There may not be a one-to-one correlation between the number of grievances filed (shown top of page) and the outcomes determined during this time period. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Non-Disciplinary Grievance Disposition*
(Outcomes determined during time period listed below)

- One was settled by LRO
- Two were withdrawn
- Two were settled

Top 5 Non-Disciplinary Grievance Types (i.e., Compensation, Overtime, Leave, etc)

Grievance Type	# Grievance Types*
1. Management Rights	2
2. Overpayment	1
3. Classification	1
4. Hiring and Appointments	1
5. Leave	1

*Some grievances contained multiple issues – each issue type is reflected in this table

Analysis:

- The Washington Military Department has an effective working relationship with both the WPEA and the WFSE. This has facilitated information sharing and resolution of issues at the lowest possible level.

Action Steps:

- Continue to maintain strong working relationships with union personnel.

Data Time Period: July 07 through June 2008
Source: Military Department Grievance Log

Non-Disciplinary Appeals (mostly non-represented employees)

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Agency Priority: Low

Filings for DOP Director's Review

1   Job classification

0   Rule violation

0   Name removal from register

0   Rejection of job application

0   Remedial action

1 Total filings

Filings with Personnel Resources Board

0   Job classification

0   Other exceptions to Director Review

0   Layoff

0   Disability separation

0   Non-disciplinary separation

0 Total filings

Non-Disciplinary appeals only are shown above.

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Director's Review Outcomes

Total outcomes = 0

Personnel Resources Board Outcomes

Total outcomes = 0

Data Time Period: July 07 through June 07
Source: Department of Personnel

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Outcomes

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on 'productive workplace' questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition outcomes

Worker Safety

Worker Safety: Military Department

Analysis:
• Review of the claim history reveals:
  FY05- 18 claims, 5 Time loss, 6 Compensatory
  FY06- 25 claims, 9 Time loss, 9 Compensatory
  FY07- 21 claims, 3 Time loss, 6 Compensatory
  FY08- 14 claims, 2 Time loss, 2 Compensatory
• Claims Management was improved with the hiring of a Risk Manager in FY07.
• Safety Management was improved by the use of a safety contractor in FY06 to develop the program and hiring of a Safety Program Manager to implement

Action Plan:
• Work sites are currently on an internal audit schedule for compliance with safety program requirements. One cycle has been completed and after action corrections are being implemented. Workers ' understanding and participation is improved by their pro-active involvement.
• Safety Committee activities have been improved with emphasis on pro-active staff participation through guidance from the Safety Program and Risk Managers.
• Claim and Safety Management continues to be a focus for executive management with a emphasis on accident investigation, hazard correction, and the Return to Work program.

Annual Claims Rate:

Annual claims rate is the number of accepted claims for every 200,000 hours of payroll

200,000 hours is roughly equivalent to the numbers of yearly payroll hours for 100 FTE

— claims rate
— compensable claims rate
---- projected claims rate
---- projected compensable claims rate

All rates as of 06-30-2008

Accepted Claims by _Occupational Injury and Illness Classification System_ (OIICS) Event:

calendar year-quarter 2003Q1 through 2007Q4

(categories under 3%, or not adequately coded, are grouped into 'Misc.')
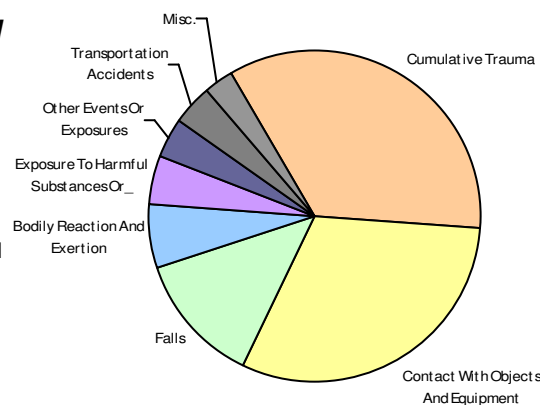
Cumulative Trauma Claims

Oiics Code	Oiics Description	Count
2	Bodily Reaction And Exertion	31
9	Other Events Or Exposures	3
0	Contact With Objects And Equipment	1

Source: Labor & Industries, Research and Data Services (data as of 06/30/2008)

Develop Workforce

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

Employee survey ratings on "learning & development" questions

Competency gap analysis (TBD)

Individual Development Plans

Agency Priority: High

Percent employees with current individual development plans = 78.6%*

Total # of employees with current individual development plans* = 176

Total # of employees* = 224

*Applies to employees in permanent positions, both WMS & GS
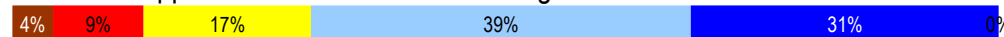
Analysis:

- Nonpermanent employees, probationary/trial service/review period employees whose evaluations were not due, EMT, and employees on leave without pay were not included.

- These figures reflect an upward trend as compared with the 2007 HR Managers Report.

- Current performance expectations include all expectations in probationary, trial service, review period, and annual evaluations, received either on time or late, as indicated by the tracking data base snapshot for the Agency's Performance Development Plan tracking log on October 1, 2008.

Action Steps

- Continue tracking and analyzing PDP submission to determine which Divisions/Units are not completing PDP's in a timely manner.
- Continue to consult with supervisors in the identified areas and develop strategies for completing meaningful performance expectations.
- EMT members are provided monthly progress reports on timeliness of PDP submission and it is reported out quarterly at the agency GMAP session.
- A monthly report was developed that identifies PDPs that are due within the upcoming 90, 60 and 30 days. It is provided to managers/supervisors on a monthly basis.

Employee Survey "Learning & Development" Ratings
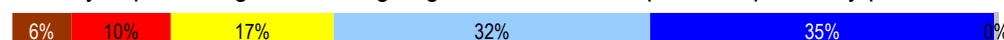
Agency Priority: Medium

Employee Survey "Learning & Development" Ratings

Avg

Q5. I have opportunities at work to learn and grow.

4%	9%	17%	39%	31%	0%

3.8

Q8. My supervisor gives me ongoing feedback that helps me improve my performance.

6%	10%	17%	32%	35%	0%

3.8

■ Never/Almost Never   ■ Seldom   ■ Occasionally
■ Usually   ■ Always/Almost Always   ■ No Response

Overall average score for "Learning & Development" ratings   3.8

Analysis:

- Survey scores for 2007 resulted in a .15 increase over results captured in 2006.

Action Steps:

- A agency wide focus on the completion of PDP's, along with a increased focus on the quality of Individual Performance Development plans will assist agency in improving scores in this area.

Data as of 10/01/2008
Source: HR PDP Tracking Log

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Reinforce Performance

Current Performance Evaluations

Agency Priority: High

Percent employees with current performance evaluations = 76.3%

Total # of employees with current performance evaluations* = 171

Total # of employees* = 224

*Applies to employees in permanent positions, both WMS & GS

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Analysis:

- Non-permanent employees, probationary/trial service/review period employees whose evaluations were not due, EMT, and employees on leave without pay were not included.

- These figures reflect a marginal reduction as compared with the 2007 HR Managers Report.

- Current performance feedback for all employees including those in probationary and trial service review periods, and annual evaluations, received either on time or late, as indicated by the Agency's Performance Development Plan tracking log on October 1, 2008.

Action Steps:

- Continue tracking and analyzing PDP submission to determine which Divisions/Units are not completing PDP's in a timely manner.

- Continue to consult with supervisors in the identified areas and develop strategies for completing meaningful performance expectations.

- EMT members are provided monthly progress reports on timeliness of PDP submission and it is reported out quarterly at the agency GMAP session.

- A monthly report was developed that identifies PDPs that are due within the upcoming 90, 60 and 30 days. It is provided to managers/supervisors on a monthly basis.

Data as of 10/01/2008
Source: HR PDP Tracking Log

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

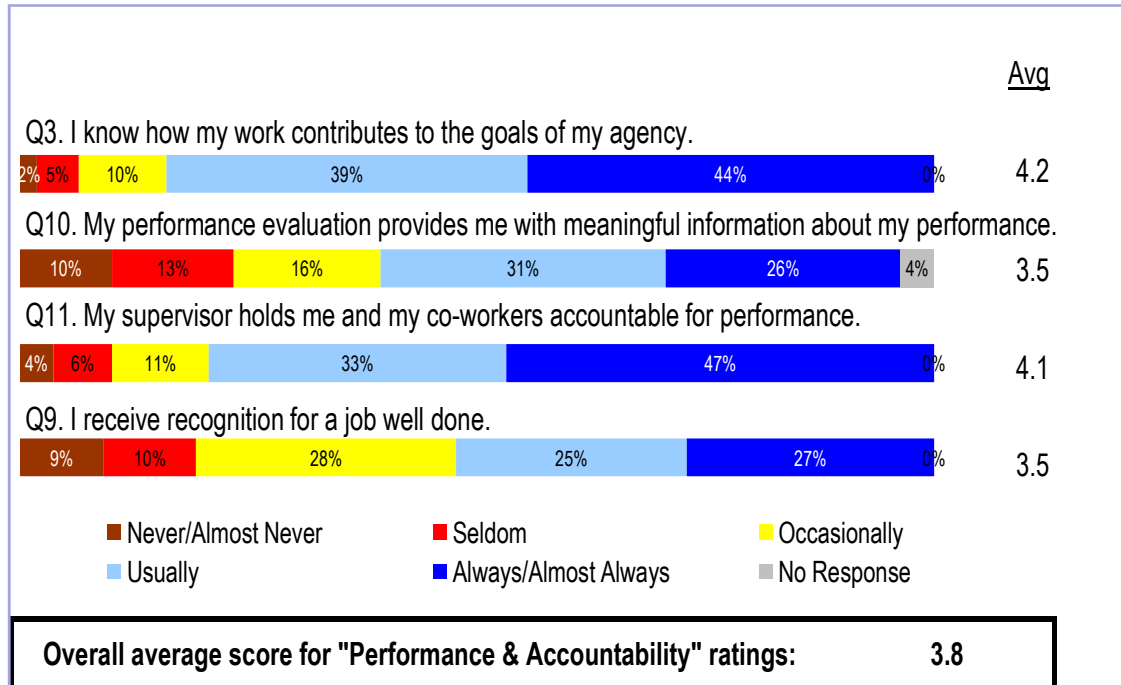Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Employee Survey "Performance & Accountability" Ratings

Agency Priority: Medium

<u>Avg</u>

Q3. I know how my work contributes to the goals of my agency.

| 2% | 5% | 10% | 39% | 44% | 0% | 4.2 |

Q10. My performance evaluation provides me with meaningful information about my performance.

| 10% | 13% | 16% | 31% | 26% | 4% | 3.5 |

Q11. My supervisor holds me and my co-workers accountable for performance.

| 4% | 6% | 11% | 33% | 47% | 0% | 4.1 |

Q9. I receive recognition for a job well done.

| 9% | 10% | 28% | 25% | 27% | 0% | 3.5 |

- ■ Never/Almost Never
- ■ Seldom
- ■ Occasionally
- ■ Usually
- ■ Always/Almost Always
- ■ No Response

Overall average score for "Performance & Accountability" ratings: 3.8

Analysis:

- Results in the 2007 survey increased in each of the individual questions has increased from a minimum of .8 to a maximum of .12 over the results of the 2006 survey results.

Action Steps:

- Senior Leader presence at New Employee Orientation Meetings, along with a focus given to the Agency Mission, Vision and Values and its alignment to each persons individual job duties has been added in the last year.

- A Recognition Committee, along with a Communications Committee has been established as a result of the Action Plan that was a result of the 2007 survey. Initial meetings have been scheduled and Team Charters are in the development process.

Data as of 12/31/2007
Source: Employee Survey Results Data File

Reinforce Performance

Formal Disciplinary Actions

Agency Priority: Low

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Disciplinary Action Taken

Action Type	# of Actions
Dismissals	2
Demotions	0
Suspensions	0
Reduction in Pay*	0
Total Disciplinary Actions*	**2**

* Reduction in Pay is not currently available as an action in HRMS/BI.

Issues Leading to Disciplinary Action

- Providing false and misleading information

Analysis:

- The Department had one dismissal during the reporting period. The second action was instigated and the employee resigned in lieu of dismissal.
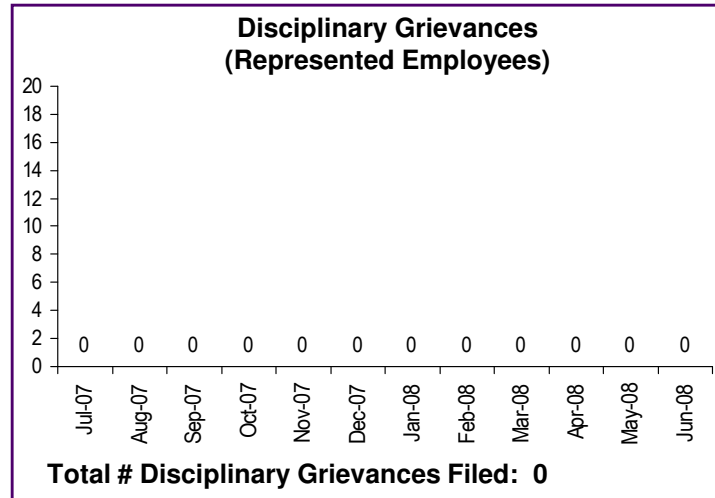
Action Steps:

- Continue to investigate allegations of misconduct and take the appropriate level of discipline where warranted.

Data Time Period: 07/01/2007 through 6/30/08
Source: HRMS BI

Reinforce Performance

Disciplinary Grievances and Appeals

Agency Priority: Low

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

**Disciplinary Grievances
(Represented Employees)**

Month	Value
Jul-07	0
Aug-07	0
Sep-07	0
Oct-07	0
Nov-07	0
Dec-07	0
Jan-08	0
Feb-08	0
Mar-08	0
Apr-08	0
May-08	0
Jun-08	0

Total # Disciplinary Grievances Filed: 0

**Disciplinary Appeals
(Non-Represented Employees
filed with Personnel Resources Board)**

0 Dismissal

0 Demotion

0 Suspension

0 Reduction in salary

0 Total Disciplinary Appeals Filed with PRB

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Disposition (Outcomes) of Disciplinary Grievances

- The Department did not have any disciplinary grievances during the reporting period.

Disposition (Outcomes) of Disciplinary Appeals

- The Department did not have any disciplinary appeals filed during the reporting period.

*Outcomes issued by Personnel Resources Board

Data Time Period: 07/2007 through 06/2008
Source: Appeals and Director's Review Data on hr.dop.wa.gov

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types
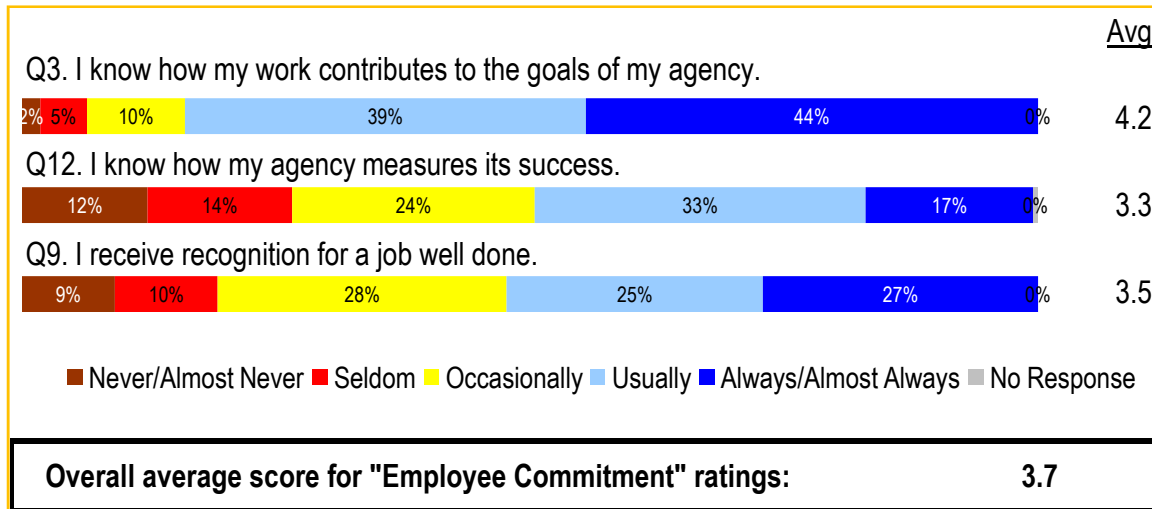
Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Employee Survey "Employee Commitment" Ratings

Agency Priority: Medium

Avg

Q3. I know how my work contributes to the goals of my agency.

| 2% | 5% | 10% | 39% | 44% | 0% | 4.2 |

Q12. I know how my agency measures its success.

| 12% | 14% | 24% | 33% | 17% | 0% | 3.3 |

Q9. I receive recognition for a job well done.

| 9% | 10% | 28% | 25% | 27% | 0% | 3.5 |

■ Never/Almost Never ■ Seldom ■ Occasionally ■ Usually ■ Always/Almost Always ■ No Response

| **Overall average score for "Employee Commitment" ratings:** | **3.7** |

Analysis:

- Survey results for 2007 have increased a minimum of .12 to a maximum of .19 for each of the questions asked compared to the results of the 2006 survey.

Action Steps:

- Senior Leader presence at New Employee Orientation Meetings, along with a focus given to the Agency Mission, Vision and Values and its alignment to each persons individual job duties has been added in the last year.

- A Recognition Committee, along with a Communications Committee has been established as a result of the Action Plan that was a result of the 2007 survey. Initial meetings have been scheduled and Team Charters are in the development process.

Data as of 12/31/2007
Source: Employee Survey Results Data File

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

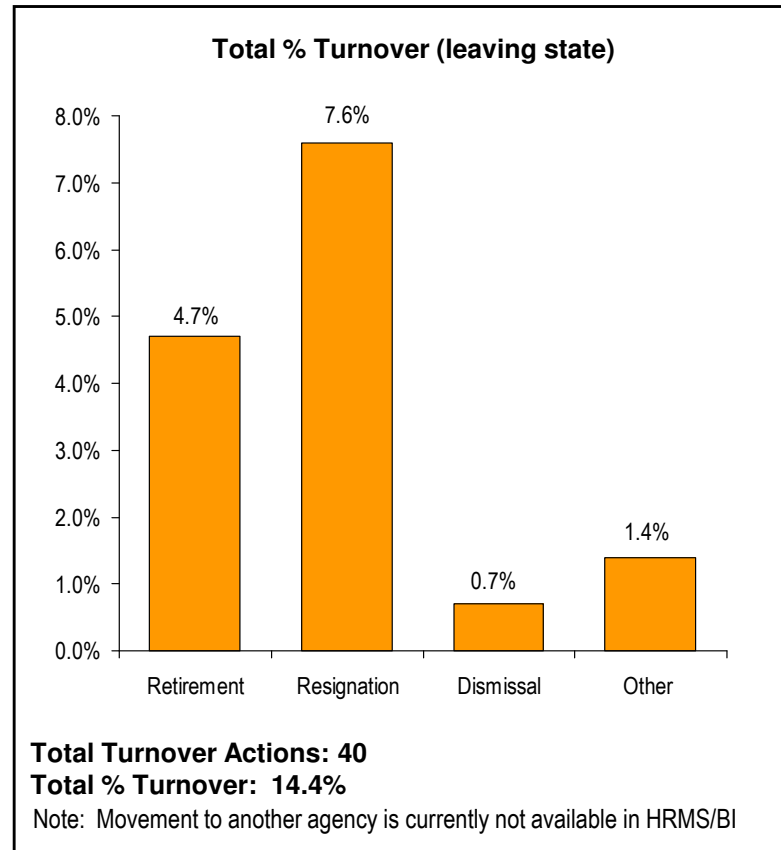Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Turnover Rates

Agency Priority: Medium

Total % Turnover (leaving state)

Retirement	4.7%
Resignation	7.6%
Dismissal	0.7%
Other	1.4%

Total Turnover Actions: 40
Total % Turnover: 14.4%
Note: Movement to another agency is currently not available in HRMS/BI

Analysis:

- The graph does not represent movement to another agency as this information is currently not available in HRMS/BI.

- The Department monitors the number of permanent state employees leaving on a quarterly basis through our agency GMAP presentations. We have set a goal to maintain a 6% or less turnover rate. The turnover rate reported in our June 2008 Agency GMAP.

Action Steps:

- Continue to monitor turnover data at a division level on a quarterly basis to identify trends and develop action plans if necessary.

- Continue conducting and analyzing exit interviews.

- The Department implemented a formal exit interview program in December 2007. The Department will conduct an analysis of a full year's data by February 2009 and make adjustments to the process as necessary.

Data Time Period: 07/01/2007 through 06/30/2008
Source: HRMS BI

Workforce Diversity Profile

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories
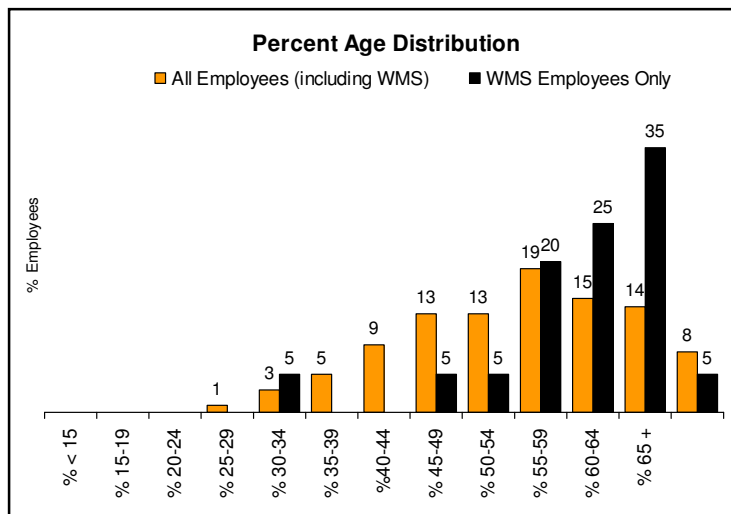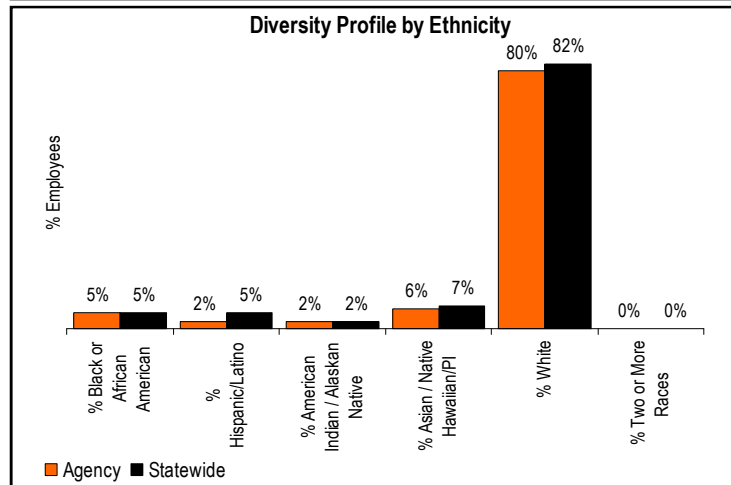
Workforce diversity profile

Retention measure (TBD)

Agency Priority: High

	Agency	State
Female	31%	53%
Persons w/Disabilities	5%	4%
Vietnam Era Veterans	14%	6%
Veterans w/Disabilities	5%	2%
People of color	18%	18%
Persons over 40	82%	75%

Diversity Profile by Ethnicity

% Employees

	Agency	Statewide
% Black or African American	5%	5%
% Hispanic/Latino	2%	5%
% American Indian / Alaskan Native	2%	2%
% Asian / Native Hawaiian/PI	6%	7%
% White	80%	82%
% Two or More Races	0%	0%

■ Agency ■ Statewide

Percent Age Distribution

■ All Employees (including WMS) ■ WMS Employees Only

% Employees

Age	All Employees (including WMS)	WMS Employees Only
% < 15		
% 15-19		
% 20-24		
% 25-29	1	
% 30-34	3	5
% 35-39	5	
% 40-44	9	
% 45-49	13	5
% 50-54	13	5
% 55-59	19	20
% 60-64	15	25
% 65 +	14	35
	8	5

Analysis:

- The Department is making progress towards meeting our diversity goals. We have made significant gains in recruiting and retaining persons of color. In April 08 we had 15 percent people of color we are now at 18 percent.

- The agency is underrepresented in the Female population comparative to the State demographics. We continue to focus our efforts on recruiting females.

- The Department has an aging workforce with long tenure and will face a large number of retirements in the next 10 years.

Action Steps:

- The Agency is currently in the process of analyzing its diversity goals, creating an initiative, and implementing a diversity council. This is a joint effort between both state and federal management teams, driven by the HR Departments in each of those teams.

- Continue to provide quarterly updates at the agency GMAP sessions.

- Complete the Affirmative Action Plan Update.

- Establish a workgroup to identify key managers within the agency to improve succession planning for upcoming retirements .

- Continue to develop marketing strategies to attract a more diverse pool of candidates where underutilization is present.

Data as of 06/30/2008
Source: HRMS BI

Workforce Diversity Profile

Employee Survey "Support for a Diverse Workforce" Ratings

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

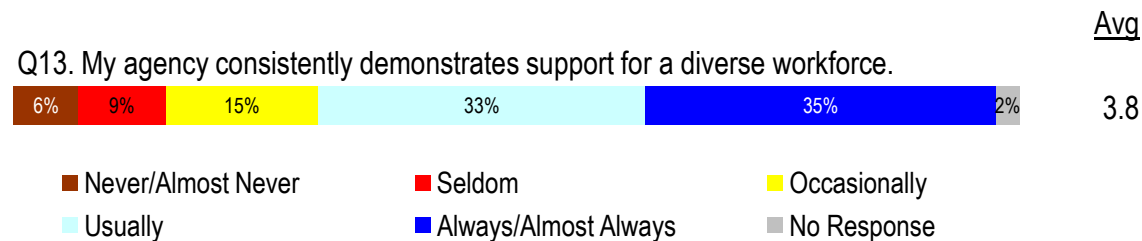Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Agency Priority: High

Employee Survey "Diversity" rating

Avg

Q13. My agency consistently demonstrates support for a diverse workforce.

| 6% | 9% | 15% | 33% | 35% | 2% |

3.8

■ Never/Almost Never ■ Seldom ■ Occasionally
■ Usually ■ Always/Almost Always ■ No Response

Average rating for "Agency support for a diverse workforce": **3.8**

Analysis:

- Comparative data to the 2006 survey is not available as this is the first time this question has been asked on the Employee Climate Survey.

- Compared to statewide results for the same period, the Military Department is in line with statewide results.

Action Steps:

- As a part of the Agency strategic plan, an effort to improve diversity ratings, along with provide a well informed and diverse workforce, a goal to analyze, set an initiative, and create a diversity council have been integrated into the Agency's goals and objectives and is being measured as a part of the Agency Balanced Scorecard.

Data as of 12/31/2007
Source: Employee Survey Results Data File